



# County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN  
Chief Administrative Officer

May 29, 2007

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

## **CHANGES TO MANAGEMENT APPRAISAL AND PERFORMANCE PLAN (3 VOTES)**

### **IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve changes to the Management Appraisal and Performance Plan (MAPP) effective April 1, 2007, for the Chief Executive Office, Department of Human Resources, Probation Department, Department of Public Works, Public Health Department, and the Department of Health Services including the addition and deletion of designated classes from MAPP and adjustments in salary ranges as set forth in the accompanying ordinance.
2. Approve related changes in salary and pay practices for non-represented employees in the Probation Department who are not covered by MAPP.
3. Approve the accompanying ordinance amending Title 5, Personnel, and Title 6, Salaries, of the County Code necessary to implement Recommendations 1 and 2 above.
4. Instruct the Auditor-Controller to make payroll system changes necessary to implement the recommendations contained herein.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On March 27, 2007, your Board approved recommendations implementing changes to MAPP for all but six County departments. As stated in that letter, these changes are

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Fifth District

designed to improve the overall performance management value of the Plan. The purpose of these recommendations is to complete this process by extending the changes to the remaining six departments which include the Chief Executive Office, Department of Human Resources, Probation Department, Department of Public Works, Public Health Department, and the Department of Health Services. These recommendations also extend to the MAPP covered positions in the Office of Public Safety (OPS).

The recommendations approved on March 27, 2007 provided for an April 1, 2007 effective date for the various MAPP changes, and these recommendations will do the same for the remaining MAPP population. The previous recommendations noted that additional MAPP recommendations would be forthcoming for these remaining departments and that April 1, 2007 would be the effective date for the new MAPP provisions for the entire MAPP population. With your Board's approval, these recommendations will effectively be retroactive to April 1, 2007 to avoid any adverse impact to employees as a consequence of the timing of the implementing Board actions.

My Office is still engaged in a review of OPS and, pending completion of that review, is recommending no change in MAPP pay ranges within OPS and no change in the positions covered by MAPP. We may return to your Board with further recommendations at a future date. In the meantime, the MAPP participants in OPS will be subject to the same general MAPP terms and conditions as all other MAPP participants.

### **Changes to MAP Plan**

Changes to MAPP were developed to enhance the overall effectiveness of the performance appraisal process, which involved both changes in methodology and administrative processes, and to ensure that pay and performance will be linked together as they should be for this group of key management staff. Implementation of these changes involved a systematic review of the management structure of County departments and the adjustment of MAPP salary range designations, where appropriate, to relieve salary compression issues.

Recommended MAPP changes for the aforementioned six departments and OPS were not included in our March 27, 2007 letter, as additional time was needed to complete our review and analysis and/or to resolve various organization issues that impacted our recommendations. Since our last letter, we have conducted further analysis and, as necessary, consultation with the remaining County departments.

Our recommendations today cover 134 current MAPP classes that encompass approximately 30% of the County-wide MAPP population. For this group, we have identified a number of internal pay alignment problems and are recommending upward salary range adjustments for 103 MAPP employees in 38 classes as detailed in the accompanying ordinance. As pointed out in the March 27, 2007 recommendations, MAPP ranges are being adjusted around existing actual pay rates. There will be no change in actual pay rates for Tier I employees. In the case of Tier II, one-time adjustments in actual pay will take place to the extent necessary to place each employee on the lowest salary step that does not produce a reduction in pay. We are estimating the average change in actual pay in Tier II at 1.5%.

In most instances, the recommended adjustments in salary ranges are necessary to provide an appropriate supervisor/subordinate pay differential between each affected MAPP class and the classes above and below it in each organization. We are recommending no change for approximately 215 employees in 77 classes where we found no problems.

Our review also addressed whether the right classes are currently included in MAPP. We are recommending that approximately 77 employees in 19 classes be moved from the MAPP to the "step pay plan" applicable to most other County employees. A listing of these classes with the recommended salary schedule is shown in Attachment A. We are also recommending that one existing, single-incumbent class be added to MAPP as shown in Attachment B.

We are also reviewing the adjustments in the salaries for certain nursing management classes in light of the recently Board-approved nursing pay plan affecting represented employees. Adjustments for non-represented nurses both inside and outside of MAPP will be necessary and, therefore, we are planning on returning to your Board in the near future with further recommendations in that area.

### **Human Resources Managers and Administrative Deputies**

As in our earlier letter, the recommendations for these six departments include the implementation of the results of a County-wide classification and compensation study to align human resources manager positions and administrative deputy positions across the County to ensure appropriate classifications and equitable salaries. Since these positions will be included in the MAPP, it is appropriate to implement the study results at this time. These recommendations will result in the County's enhanced ability to attract, motivate, and retain qualified employees to fill these critical management positions. Attachment B lists two new classes being created as a result of this study and Attachment C lists, by Department, position reclassifications resulting from the study.

As noted above, we are still reviewing OPS and will be making recommendations for their administrative deputy and human resources manager positions in the near future.

### **Probation Department**

Salary recommendations for most County employees for the 2006 through 2009 period were submitted to your Board in November and December, 2006. These recommendations addressed most non-represented employees. Due, in large part, to the timing of labor negotiations for Deputy Probation Officer staff, no recommendations for certain related non-represented non-MAPP employees in the Probation Department were made with respect to any period after October 1, 2006. We were essentially in a "wait and see" mode at that point.

Now that these negotiations have been concluded and the resulting agreements have been approved by your Board, it is appropriate to complete the recommendations for all non-represented staff in the Probation Department. For employees in these remaining classes, we are recommending salary adjustments comparable to the Board approved negotiated adjustments for represented Deputy Probation Officer staff.

Additionally, for the non-represented non-MAPP classes listed in Attachment D, we are recommending extension of the same longevity pay negotiated with represented employees. This currently impacts 12 employees in five classifications. No longevity pay will be extended to MAPP participants. Attachment D also lists two classes that we are recommending be eligible for uniform allowance provisions.

### **Other Recommendations**

Other recommended changes and technical corrections are detailed in Attachment E.

### **Implementation of Strategic Plan Goals**

The actions recommended in this letter promote workforce excellence, organizational effectiveness, and fiscal responsibility by providing your Board and management staff with the tools and incentives to enhance the quality and productivity of the County workforce.

**FISCAL IMPACT/FINANCING**

The recommended changes in MAPP pay ranges for the aforementioned 310 employees will initially result in little to no change in the actual pay rates. Employees being removed from MAPP to the step pay plan will see a slight change in salary when they are placed on specific salary step. Similarly, MAPP employees assigned to MAPP Tier II will be placed on a discrete step in a Tier II MAPP pay range effective April 1, 2007. The cost of these one-time adjustments is estimated at \$600,000 on an annualized basis (all funds). Sufficient funds are available to cover these costs.

There will, of course, be long-term consequences to adjusting these pay ranges as employees move through the ranges over time, but there will be little to no short-term impact.

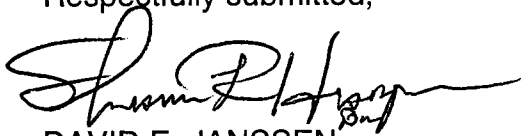
**FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The accompanying ordinance implementing amendments to Title 5, Personnel, and Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

None.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David E. Janssen", with a stylized flourish at the end.

DAVID E. JANSSEN  
Chief Administrative Officer

DEJ:SRH  
WGL:SJM:df

Attachments (5)

c: All Department Heads

**ATTACHMENT A****CLASSES MOVING FROM MAPP TO STEP PAY PLAN**

<b>Item</b>	<b>Class</b>	<b>New Salary Schedule</b>
0722	Senior Health Services Fiscal Analyst	101C
1021	Chief, Budget Division, PW	106G
1031	Head Compliance Officer	106G
1077	Head, Management Services, HS	103L
4098	Director, Facilities Operations, Probation	101C
4582	Supervisor, Contracts & Grants, HS	103L
4594	Senior Staff Analyst, Health	101C
4597	Senior Emergency Medical Systems Program Head	101C
4609	Assistant Program Director, Office of Alcohol Programs, HS	103L
4610	Assistant Program Director, Drug Abuse, HS	103L
4618	Chief, Drinking Driver Programs	101C
4628	Special Assistant II, Health Services	101C
6680	Building Crafts Superintendent II	103L
7457	Chief, Fleet Management, PW	103L
8058	Chief, Rehabilitation Centers	103L
8074	Medical Center Unit Administrator I	106G
8630	Head Transportation Deputy, Probation	95L
8641	Supervising Program Analyst, Probation	101C
8648	Special Assistant, Probation	95L

**ATTACHMENT B****EXISTING COUNTY CLASS MOVING TO MAPP**

<b>Item No.</b>	<b>Title</b>	<b>MAPP Salary</b>	
4568	Director, Office of Managed Care (UC)	N23	R18

**CLASSES RECOMMENDED FOR ADDITION (NEW CLASSES)**

Savings Plan designees are also recommended to be designated as eligible for the Flexible Benefit Plan.

<b>Savings/ Cafeteria Benefit Plan</b>	<b>Item No.</b>	<b>Title</b>	<b>Salary Schedule &amp; Level</b>	
Savings	3380	Assistant Director, Administration, Public Works	N23	R17
Savings	3378	Administrative Deputy, Public Works	N23	R16

**ATTACHMENT C****RECOMMENDATIONS FOR POSITION RECLASSIFICATION**

<b>Department</b>	<b>No of Pos</b>	<b>Present Classification and Salary</b>	<b>Classification Findings and Salary</b>
Human Resources	1	Human Resources Manager R13 Not Represented	Administrative Deputy II S-13 Not Represented
Human Resources	1	Principal Analyst, HR 105B Not represented	Departmental Human Resources Manager II S11 Not Represented
Public Health	1	Personnel Officer III R10 Not Represented	Departmental Human Resources Manager III S13 Not Represented
Public Works	1	Assistant Director, PW R17 Not represented	Assistant Director, Administration, PW R17 Not represented
Public Works	1	Deputy Director R16 Not represented	Administrative Deputy, PW S16 Not represented



**ATTACHMENT D****NON-REPRESENTED PROBATION CLASSES ELIGIBLE FOR LONGEVITY BONUS**

<b>ITEM NO.</b>	<b>CLASS TITLE</b>
8612	Assistant Probation Director
8629	Assistant Head Transportation Deputy, Probation
8630	Head Transportation Deputy, Probation
8673	Senior Investigator, Pretrial Services, Probation
8674	Head Investigator, Pretrial Services, Probation

**NON-REPRESENTED PROBATION CLASSES ELIGIBLE FOR CLOTHING ALLOWANCE**

<b>ITEM NO.</b>	<b>CLASS TITLE</b>
8629	Assistant Head, Transportation Deputy, Probation
8630	Head Transportation Deputy, Probation

**ADDITIONAL RECOMMENDATIONS AND TECHNICAL CORRECTIONS**

- Effective July 2, 2007, amend Note 23 of the County Code to delete the annual cost-of-living provision currently applicable to the Public Defender and Alternate Public Defender and, in lieu thereof, establish the compensation for these positions under the same terms and conditions otherwise applicable to Tier I MAPP participants as set forth in the accompanying ordinance.
- Provide for a Tier I MAPP salary range for the Director of Health Services with a minimum rate equal to the minimum rate for range R21 and a maximum rate equal to an amount that is 10% greater than the maximum rate for range R25.
- Revise our March 27, 2007 MAPP range recommendations for Director of Child Support Services, Chief Deputy Director, CSS (UC), and Head Attorney, CSS as set forth in the accompanying ordinance based on further review of the organization structure and additional information provided by the department.
- Approve the following title changes for positions in the Chief Executive Office to conform the titles to the recent change to the Department's name and to better reflect revised roles and responsibilities:

Current Title	New Title
Sr. Assistant Administrative Officer (UC)	Sr. Assistant Chief Executive Officer (UC)
Assistant Administrative Officer (UC)	Assistant Chief Executive Officer (UC)
Assistant Administrative Officer	Assistant Chief Executive Officer
Division Chief, CAO	Senior Manager, CEO
Assistant Division Chief, CAO	Manager, CEO

- Delete from the departmental staffing ordinances one position in the Department of Human Resources and two positions in the Probation Department to reduce the number of management levels in these departments. These classes will be deleted in a future Board letter.
- Correct technical errors and omissions in the County Code, as necessary